Misc - 6

DD/ST# *4249-65*

16 SEP 1965

MEMORANDUM FOR: Director of Computer Services, DDS&T

SUBJECT   : Project CHIVE

REFERENCE   : Your memo of 20 July 1965 forwarding the
                 Final Report of Phase II (System Design)
                 of Project CHIVE

1. I have followed with interest and reviewed with satisfaction the progress made toward the attainment of the goals of Project CHIVE, as most recently evidenced by the completion of the Phase II Report. CHIVE has, I believe, produced an information system design the general framework of which offers excellent prospects for success.

2. I have approved all specific recommendations on pages 37-38 of Volume II (repeated on pages 2-3 of your memorandum), except for certain reservations on design concepts and implementation (Recommendation a) briefly outlined in the Attachment (dated 9 September 1965), and except Recommendation f.

3. I cannot approve Recommendation f, inasmuch as it is inconsistent with our repeatedly stated policy that equipment in a system of the scale of CHIVE must be considered an integral part of the system and be under the control of those responsible for the system's operation. In other words, the "load in OCS" is not, in my opinion, an appropriate basis for review of the hardware support issue at a later date, any more than is the prospective CHIVE load an appropriate basis for OCS justification for its future computer requirements. Our own experience and that of others fully supports the management concept of the task oriented and task managed computer installation.

4. As you know, we plan to test as many of the CHIVE concepts as possible in a live environment, such testing to be conducted in case of the China branch in parallel with existing OCR activities, until we are satisfied that the system can go on its own.

5. Considering our obligations to our consumers, such an approach is wholly consistent with your own wish to see "a spirited evolution" and a project "directed vigorously into an operational posture." Indeed to make this possible, I have authorized and directed D/OCR to divert resources from on-going operations to CHIVE irrespective of DCI's action on my request for manpower and funds for Phase III.

6. My staff and I have been gratified by the dedicated and professional effort devoted to CHIVE by you and your staff. The continued fine cooperation between OCS and OCR cannot but yield success.

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Deputy Director for Intelligence

Attachment: Comment Concerning Recommendation 1
               (4a of D/OCS Memo) of the CHIVE
               Phase II Report

cc: Executive Director-Comptroller
      DDS&T

-2-

CONFIDENTIAL

20 July 1965

MEMORANDUM FOR: Deputy Director for Intelligence

THROUGH : DD/I CHIVE Officer

SUBJECT : Project CHIVE, Phase II Report

1. Forwarded herewith is the final report of Phase II (System Design) of Project CHIVE. This report, I believe, represents a major milestone in the Agency's efforts to improve its operations in intelligence information processing. Project CHIVE is the first total system design approach to the central reference processing of that which this Agency and others collect or receive. The report meets our information processing problems head-on and recommends an imaginative, but realistic, plan for the development of a strong central reference capability.

2. The basic characteristics of the proposed system include:

- Integration of most of the elements of the Office of Central Reference under a radically different management umbrella. A geographic orientation is recommended as the first-level organizational cut.

- Exploitation of all available source material within each geographic element using common indexing and vocabulary standards.

- The use of the computer to search, manipulate, maintain, and print files. The emphasis here is on relegating to the machine the things it does best and on providing a sound base from which more sophisticated support activities can evolve.

3. From the user point of view the above characteristics should provide a striking set of advantages:

- He would see the OCR complex as a more homogeneous system than at present. He would need to contact only a few people to bring the full power of the system to bear on his problem.

CONFIDENTIAL

- 2 -

- He would be able to get an integrated response,
  assured that all available sources have been tapped
  and their relationships have been exploited.

- He should see a gradual increase in responsiveness,
  both with the respect to time and the value of the
  information provided to him.

- He should be able to interact with the system
  operators in a meaningful way so that the more
  critical sources are given the attention he desires.

- Eventually we would hope that the central system
  would lighten the individual analyst's burden in
  file housekeeping.

The Project Team has recommended that the design concepts
developed in Phase II be implemented in an initial system--
concentrating on Communist China--which would encompass most
of the sources, files, procedures, and capabilities which
would ultimately be applied on a world-wide basis. This
would require the establishment of an identifiable unit in
OCR to process Communist China material, the development of
computer programs to accommodate the needs of this unit, and
the establishment of management procedures in OCR to evaluate
this initial effort and to plan for additional geographic
increments.

4.   In summary, the report recommends that:

a.   The DD/I concur in the basic design and implemen-
      tation plan as outlined in the Phase II report
      and approve proceeding into Phase III.

b.   OCR establish an initial CHIVE component to test
      design and implementation concepts.

c.   The initial component be operated in a simulated
      "live" environment in order to provide a demon-
      stration of system feasibility and capabilities.

d.   The EDP programs required to support the initial
      CHIVE component and integrate its functions with
      extant OCR man/machine systems be prepared and
      coordinated with initial component implementation.

e. OCS integrate CHIVE requirements for the first
    two years of Phases III and IV into its overall
    plans for equipment and software acquisition and
    scheduling.

f. The CHIVE machine processing load in OCS be re-
    viewed after these two years to determine the needs
    and ultimate course to follow in the hardware/
    software elements of the system.

g. The central reference complex prepare for the
    introduction of the developing CHIVE system through
    reorganization of functions and selective centrali-
    zation of files.

h. OCR study the results of the document delivery
    analysis and obtain a document image system which
    will meet CHIVE objectives.

i. OCR also consider application of EDP techniques,
    on a special project basis, to current functions
    which interact with the initial CHIVE component.

j. The DD/I and DD/S&T allocate manpower and funds
    required to perform the tasks required under items
    a-i above.

5. The report is long and is not easy to read, but the
complexity of the problem makes this inevitable. The material
is organized into seven volumes. The first four--dealing
with a description of the proposed system, management data,
an implementation plan, and an interpretation of system
requirements--are relatively short and summary in nature.
Scanning the first few sections of each of these should give
a good perspective of the project status. In particular,
your attention is directed to Volume II--the Management
Summary. Here the ultimate goals and benefits are discussed
along with problems, potential risks, alternative paths to
follow, and the ultimate impact which the system could have.

6. It should be emphasized that all the elements of the
proposed system are not tied together as neatly as one might
hope; several design and implementation problems exist. The
most important of these are: security in an all-source system,
the co-location and/or conversion of large extant OCR files of
continuing interest, integration of these files and the people
to process them, and an acceptable plan for phasing in the new
organizational concepts which are recommended.

7. Through the end of Phase II most of the project responsibility has been vested in the Development Division of OCS where the conceptualizing has been brought into focus and the design work was carried out. As the project moves toward implementation, however, major responsibility must be assumed by OCR where innumerable details can be best worked out. OCS will continue to play a significant role in the computer elements of the system and should continue to provide the long-range technical perspective.

8. You will note that the imaginative design and bold ideas in the report are contradicted to some extent by a hesitancy to move forthrightly into implementation. This is reflected in the recommendations and in the Phase III goal-- a system ready for testing. The evolutionary approach which is recommended is wise, but it should be a spirited evolution, continually injected with fresh ideas and tangible encouragement from management. I would strongly recommend that the project be directed vigorously into an operational posture. I believe the problem is serious enough and that the task team is sufficiently competent to warrant a major implementation thrust, accepting the risks and mistakes which will be made.

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Assistant Director
Computer Services

cc: DD/S&T